CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF THE FACULTY COUNCIL MEETING
HELD FRIDAY, SEPTEMBER 15, 1995

Present: M. Anvari, Chair
A. Ahmad (Fina.), V. V. Baba (Mana.), D. Ballou (DS&MIS), C. Bayne (DS&MIS), A. Del Bianco (CASA), D. Doreen (DS&MIS), R. Elie (CASA), C. Foster (Registrar), M. Gero (CASA), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS), J. Hall (Mana.), S. Hoffman (Lib.), M. Ibrahim (Acco.), A. Jalilvand (Fina.), V. Kirpalani (Mktg.), S. Ladouceur (CASA), A. Lavack (Mktg.), R. A. Long (Acco.), S. Lorber (CGSA), J. McKenna (CGSA), R. Molz (Mana.), D. Morin (Assoc. Dean), K. Norman (CASA), R. J. Oppenheimer (Mana), F. Rashkovan (Mana.), J. Rosenblatt (Assoc. Dean), D. Scolamiero (CASA), F. Simyar (Assoc. Dean), D. Srinivasan (CASA), M. Thakor (Mktg.), T. J. Tomberlin (Assoc. Dean), P. Varson (Fina.)

Absent with regrets: M. Kusy, G. Martin

I **Call to Order**
The meeting was called to order at 9:05.

II **Closed Meeting**
There were no items on the agenda for a closed meeting.

III **Open Meeting**
The Chair welcomed new and returning Faculty Council members.

IV **Approval of Agenda - CAFC-95-07A**
The Dean requested the approval of Council to add to the agenda Item VII 4) entitled Search Committee - Chair, Department of Accountancy per article 20.03 a) of the CUFA collective agreement.

IT WAS MOVED BY A. AHMAD AND SECONDED BY D. SRINIVASAN THAT THE AGENDA, CAFC-95-07A BE APPROVED AS AMENDED.

THE MOTION WAS CARRIED UNANIMOUSLY.

V **Approval of the Minutes of the Previous Meetings - CAFC-95-05M & CAFC-95-06M**
IT WAS MOVED BY J. HALL AND SECONDED BY V. H. KIRPALANI THAT FACULTY COUNCIL APPROVE THE MINUTES OF THE FACULTY COUNCIL MEETING HELD, FRIDAY, MAY 19, 1995 - CAFC-95-05M.

THE MOTION WAS CARRIED UNANIMOUSLY

IT WAS MOVED BY J. HALL AND SECONDED BY D. SRINIVASAN THAT FACULTY COUNCIL APPROVE THE MINUTES OF THE FACULTY COUNCIL MEETING HELD FRIDAY, MAY 26, 1995 - CAFC-95-06M - WITH THE FOLLOWING AMENDMENT: ADD THE NAME OF M. IBRAHIM TO THE ATTENDANCE LISTING.

THE MOTION WAS CARRIED UNANIMOUSLY.

VI **Chair's Remarks**

The Chair welcomed new faculty members from the Department of Accountancy, H. Warsame and B. Lee. He also welcomed A. Davis, Visiting Professor, Department of Finance and D. Spziro who will join the Department of Accountancy in January.

The Chair announced that P. Sévigny has replaced L. Hébert as Chair of the Faculty Awards Committee, a sub-committee of Faculty Council . He thanked L. Hébert for his efforts on behalf of the Faculty. He also thanked Brian Neysmith, a member of the Board of Governors, for providing the library with the Canadian Bond Rating Service Red Book.

The Chair announced the passing of Dr. Harvey Mann, retired Professor, Department of Accountancy. It was agreed that condolences would be sent to Dr. Mann's family.

With regard to space issues, the Chair advised that the newly acquired space on the seventh floor of the GM building would be used primarily to accommodate faculty from the Centennial Building. The additional space will also allow the consolidation of all graduate programme administrative offices on the seventh floor and will provide two or three class rooms in the GM building.

With regard to enrolments, the Dean advised that all programmes have forwarded their enrolment figures to the Office of the Dean. Copies of the reports would be made available to interested faculty members upon request. He advised that the Ph.D. Programme, the Airline MBA Programme, and the DIA/DSA Programmes have maintained their enrolments. The EMBA Programme newly admitted enrolment has decreased by ten students, the MBA Programme has increased by twenty-one students, the M.Sc. Programme has increased by fifteen students and the Diploma in Accountancy Programme enrolment has increased to one hundred ninety-three students from an enrolment of ninety-three students last year and the total newly admitted undergraduate enrolment is eight hundred and fifty-three as opposed to eight hundred and forty-six last year. He noted that the total enrolment in the undergraduate programme, despite the increase in the enrolment of newly admitted students, has decreased by approximately 170 students which emphasizes the high rate of drop-out, a critical issue for the Faculty.

The Dean thanked all the programme directors and their staff for their tremendous efforts in promoting and maintaining student enrolments and extended a special thanks to D. Morin and her staff, who conducted thirty orientation sessions during the summer, in cooperation with the student associations, to encourage all accepted students to register at Concordia.

IT WAS MOVED BY V. V. BABA AND SECONDED BY Z. GIDENGIL THAT FACULTY COUNCIL EXTEND A VOTE OF THANKS TO ALL PROGRAMME DIRECTORS , THE ASSOCIATE DEAN, UNDERGRADUATE PROGRAMMES AND THEIR STAFF FOR THEIR OUTSTANDING EFFORTS IN MAINTAINING AND PROMOTING STUDENT ENROLMENT IN THE FACULTY.

THE MOTION WAS CARRIED UNANIMOUSLY.

The Chair noted that document CAFC-95-07A-05, the report of the Task Force on Committee Reform, was for information and feedback to the Office of the Dean prior to the end of October. This item will be scheduled for a subsequent Faculty Council meeting. The Chair announced that Dr. Lowy would attend the October meeting of Faculty Council,. He also announced that the approved minutes of the May Faculty Council meetings and all future Faculty Council minutes would be distributed to faculty who are not members of Faculty Council by means of e-mail. In conclusion he advised that a special meeting of Faculty Council on Friday, September 29th at 09:00, to consider EMBA curriculum changes would be confirmed within the next week.

In response to questions about the outcome of the Faculty Planning and Budget Report , the outcome of the motion of Faculty Council requesting an increase in the Faculty's capital budget, and the expected reply of the Vice-Rector, Institutional Relations and Finance with regard to complaints about the Rider Travel services, the Chair advised that the Senate Academic Planning and Priorities Committee would receive the budget report at the first meeting, September 21st, that the Interim Rector had indicated that an increase in the capital budget may be feasible next year, and that no word had yet been received from the Interim Vice-Rector, Institutional Relations and Finance regarding Rider Travel. Members of Council asked the Chair to follow up on the Rider Travel issue.

In response to a question as to how the Faculty would compensate for the reduced revenues from the EMBA, J. Rosenblatt noted that the EMBA would not encounter a deficit this year and explained that cost cutting measures are being implemented in the programme and measures are being taken to increase the enrolment next year.

With regard to a question about the Registrar's request that the invigilation process be assumed by the Faculties, the Chair stated that the Faculty's

assumption of the cost was one issue while the prompt establishment of the administrative procedures, which have already been set in place by the Office of the Registrar. was a second and more pressing issue. The Chair will raise this point at the Senate meeting and he will work with the Office of the Registrar to resolve the matter.

With regard to the drop-out rate, it was asked if comparative data were available from previous years and if there were data which identified the cause of student drop out. The Chair replied that when enrolments were high the collection of drop-out data was not a concern. As to the cause of student drop-out, he advised that data have been prepared by Decima Research which may identify some of the causes which would enable the Faculty to develop appropriate remedial strategies.

In response to the question as to how the part-time professors can obtain copies of the minutes, the Chair confirmed that a hard copy would be made available to the part-time representative on Faculty Council.

VII **Faculty Council Elections**

1. **Graduate Awards Committee - CAFC-95-07A-01**
   M. Thakor was elected by acclamation to replace M. Khalifa for the period June 1, 1995 - May 31, 1997.

2. **Search Committee - Chair, Department of DS&MIS per article 20.03a) of the CUFA collective agreement**
   G. Johns was elected by acclamation to serve on the Advisory Search Committee for the Selection of the Chair, Department of DS&MIS.

3. **Search Committee - Chair, Department of Finance per article 20.03a) of the CUFA collective agreement**
   R. A. Long was elected by acclamation to serve on the Advisory Search Committee for the Selection of the Chair, Department of Finance.

4. **Search Committee - Chair, Department of Accountancy per article 20.03a) of the CUFA collective agreement**
   M. Sharma was elected by acclamation to serve on the Advisory Search Committee for the Selection of the Chair, Department of Accountancy.

5. **1995-96 Faculty Council Steering Committee**
   A. Ahmad, V. V. Baba, and P. Varson were elected by acclamation to serve on the Faculty Council Steering committee effective immediately until the September 1996 Faculty Council meeting.

VII **Business Arising from Previous Meetings**
There was no business arising from the previous meetings.

VIII **Report: Commerce Undergraduate Curriculum Committee - CAFC-95-07A-02**
IT WAS MOVED BY D. MORIN AND SECONDED BY D. SRINIVASAN THAT FACULTY COUNCIL ADOPT THE REVISIONS TO THE UNDERGRADUATE CURRICULUM AS ARTICULATED IN DOCUMENT CAFC-95-07A-02

On a motion duly moved and seconded, speaking privileges were granted to the members of the curriculum committee, M. Bergier, M. Carney, C. Draimin, M. Stacey and J. Switzer.

D. Morin described the open, collegial process of faculty consultation regarding the proposed curriculum revision and thanked all the faculty members who had participated and dedicated their time and effort during the summer months for their critical contribution. She explained that the implementation goal is September 1996.

D. Morin stated that there has been little change in the undergraduate curriculum for many years . She identified the major areas of concern: the core was too large, there was a lack of integration, and insufficient focus on communication skills, leadership skills, interpersonal skills, computer skills, ethics, entrepreneurship and total quality management. She compared the 51-credit core with the proposed 42-credit core and outlined the major changes.

Three integration courses have been introduced. The first integration course, Contemporary Business Thinking, would develop critical thinking skills. The required texts concerning current business issues would be selected in consultation with the members of the Faculty. Since the content of the course is intended to be dynamic, the required texts would change each year. The second integration course is Strategy and Competition and the third integration course, Entrepreneurship, will address entrepreneurship and how to achieve success either in a small business or a large corporate organization.

D. Morin noted that the lack of clarity in the past admissions policy had discouraged many good students from applying to Commerce. The revised admissions policy does not require Calculus II. Students require a D.E.C., Linear Algebra, Calculus I, Economics 201 and Economics 203, which were previously in the core, and Computer Literacy. She pointed out that 75% of the students had taken these courses at the Cegep level and had been given exemptions. She emphasized the flexibility in the revised policy and the reduced core which would allow students lacking one or two requirements to be admitted and to take the outstanding courses as part of their electives. With regard to the Computer Literacy requirement, she advised that the Introduction to Computer Usage course offered by the Faculty of Arts and

Science completely fills the requirements for the students.

She explained that Marketing 213 and Marketing 350 have been combined to form one 3-credit course and only one Statistics course remains. The MIS course assumes Computer Literacy, and Finance 214 and Finance 315 have been combined to form one 3-credit course while a Markets course has been developed to address topics eliminated in the combination of Finance 214 and Finance 315 and to provide a general perspective of Industrial Operations and the interrelations among different markets, encompassing product, labour and financial markets in Canada and abroad. She advised that a new business law course has been developed which devotes one-third of the content to ethics related to the law. Ethics will also encompass one-third of the course content of the first integration course and will be included in the Strategy and Competition course. She further explained that the course in business communications will be a first year rather than a second year course and she noted that all core courses would be entitled COMM.

The attached document, CAFC-95-07M-01, was distributed to members of Faculty Council. D. Morin explained the benefits of the revised structure and how the core courses flowed with the prerequisite courses.

D. Morin advised that the next step would be to review the majors based on the revised core. She noted that some majors may be eliminated in this process while new majors may be created. The proposal for revised majors would be completed this year and presented at the September 1996 Faculty Council. She emphasized the flexibility of the core with regard to the process of reviewing the majors repeating that the core was not intended to remain static but could change to adapt to changing needs.

Members of Faculty Council applauded D. Morin for her presentation.

During the ensuing discussion each speaker congratulated the committee members for their efforts and the following remarks and questions were noted:

. In keeping with the Faculty's goal to educate and graduate employable students, it is important that the term "employable students" be clarified in direct relation to the competitive advantage of the proposed revised core. Identify where our students will be employed and identify how this curriculum will help them find this employment, then use the revised curriculum as a major promotional device to attract and retain students. What is the competitive advantage of this curriculum? D. Morin replied that the Faculty has the competitive advantage because it has recognized the weaknesses in the present curriculum and is taking the necessary steps to address the identified weaknesses. With regard to the employability of the students, she

noted that the dynamic business environment has resulted in a decrease in the recruitment efforts of large companies and an increase of small businesses and the proposed curriculum will prepare the students well for this environment.

It was agreed that most questions would be addressed after everyone had the opportunity to comment or question.

.How will the revised curriculum give us the advantage over McGill, HEC, and UQAM? How is the integration between courses to be addressed? Can communication, leadership, computer literacy, international management and interpersonal skills be built into the core as cross course matrix themes?

.The inclusion of integration I, II, and III in the core and the prerequisite structure will address these issues but what is needed is a change in attitude in the Faculty. The genius of the proposal is that it allows for a creative response to change which will give us the competitive edge.

.What is the philosophy underlying the term "restricted electives". D. Morin explained that students would be encouraged to take courses that are complementary to their programme and employment goals.

.It was suggested that revised curriculum reflect the realities of the local French Quebec environment.

.The students will now have a competitive advantage from the opportunity to do a major in business and a minor in a complementary topic in three years rather than four years such as computer science.

.Compared to other Montreal Universities, how does the proposed curriculum give the Faculty a competitive advantage? In which courses will the leadership, interpersonal and team skill be developed. Why are students restricted from taking the extra credits to complete a double major or a double minor?

.The committee did an excellent job in proposing a curriculum which provides for the development of present skills and skills for the job market however there is no apparent development of lifetime skills such as language, critical thinking, leadership, interpersonal relations, and communication. Although critical thinking is intended to be part of the integration course there is a risk that these may become information courses. It was suggested that the lifetime skills be incorporated in the delivery of the courses. It was also suggested that the international reality be reflected the delivery of each course and that the second semester Markets course be entitled Economics.

.The competitive advantage that we already have is smaller class sizes. The

absence of an economics course in the core and the absence of the international theme in a specific area of the core are of concern. Do the enrolment figures for the flexible B. Admin. Programme demonstrate the a more flexible curriculum would increase enrollments in the B.Comm.? What is the credit value of the core at McGill or UQAM? A pedagogical paradigm where every course is designed to enhance specific pedagogical skills is required.

.The increased programme flexibility will provide a diverse educational background which will be a competitive advantage in the employment market.

.The restricted electives should include psychology, philosophy and language courses. With regard to the adjustments to the prerequisites, it was pointed out that one line was missing for Accounting 323 - prerequisites are Accounting 213 or Comm 217.

.From a student viewpoint, many of the faculty bring "real education for the real world" to the classroom which gives the students a competitive advantage.

.The core should include a course in Human Resource Management.

.One of the committee members noted that the course content of the core would be monitored in the future to ensure the continual cohesiveness of the core. He also commented that renaming the Markets course to reflect the economics content had been discussed at length.

.The competitive advantage is based on the curriculum which builds upon the strengths in the traditional areas, and allows for the development of lifetime skills, critical thinking, computing skills, interpersonal and leadership skills although not specifically labelled as courses. The creative task of developing majors that are meaningful to students and employers is the next step which will establish an avant garde programme in Canada.

.The undergraduate curriculum committee must continually examine the content and the delivery of the core courses to ensure that the theme of life long skills are integrated in the core.

. The last curriculum revision in the Faculty which took place approximately fifteen years ago was a divisive, highly political process in contrast to the enthusiasm and collegiality which characterized this review.

In response, D. Morin advised that the committee has addressed the core of knowledge, not the pedagogy or the delivery. She stated that it was the responsibility of the committee to examine the course content of the core

to ensure that the identified skills, communication, computer literacy, interpersonal and leadership skills, are incorporated , to identify the pedagogy used, to identify innovations which were used and what could be done to improve the course next year. It is also the responsibility of the committee to ensure that the curriculum responds to environmental changes. She noted that the international theme has already been integrated into most courses and the integration of Quebec content would be addressed in the new Business Law course which deals with the Quebec Civil Code.

With regard to the restricted electives, she confirmed that psychology and political science were among the electives that students would be encouraged to take. She also confirmed that a fully qualified student could complete the programme in three years and stated that when the majors are reviewed consideration could be give to providing students with the opportunity to complete a double major.

With regard to the development of lifetime skills, she stated that they would be developed in specific courses. She noted that the integration courses not only develop skill but would also stimulate the active participation of the student in her/his education.

With regard to the name of the Markets course, D. Morin stated that the committee had discussed the title at length but would be open to reconsidering it again. It was suggested that the course be titled Economic and Financial Markets. It was argued that the title Markets allows more flexibility.

With regard to competitive advantage, she advised that the summer orientation sessions gave the Faculty the edge. Students chose Concordia because they were given special treatment. She stated that the focus of the Faculty on the human element is a clear competitive advantage which would now be increased with the flexible, innovative curriculum.

With regard to competition she stressed the need to look a the French Universities as direct competitors. She advised that there is an initiative in process to find ways to attract the Francophone students.

With regard to the Bachelor of Administration enrolment, she stated that the enrolment has decreased because it has been ignored. The curriculum committee will review the Bachelor in Administration to develop an attractive and innovative curriculum.

Members of Faculty Council applauded D. Morin for providing the leadership to the committee.

It was emphasized that in the process of reviewing the majors, the essence of the core be maintained and applied to enhance the respective majors.

IT WAS MOVED BY R. J. OPPENHEIMER THAT THE MOTION BE AMENDED TO PROVIDE THAT THE UNDERGRADUATE CURRICULUM COMMITTEE CONTINUE EXAMINING THE BACHELOR OF COMMERCE AND THE BACHELOR OF ADMINISTRATION REVISED CORE CURRICULUM AND REPORT TO FACULTY COUNCIL BY APRIL 1996, THE RELATIVE STRENGTH OF CONCORDIA'S COMMERCE PROGRAMMES COMPARED TO THE OTHER MONTREAL UNIVERSITIES AND TO INDICATE IN WHICH COURSES EACH OF THE SKILLS AND KNOWLEDGE OBJECTIVES ARE TO BE ADDRESSED AND TO RECOMMEND ANY ADDITIONAL CHANGES TO THE CORE IT DEEMS WARRANTED,

The Chair pointed out that rather than an amendment to the motion on the floor, R. J. Oppenheimer was proposing a motion regarding a course of action the Council may wish to take once the main motion is adopted or defeated. It was generally agreed that the question should be called.

THE MAIN MOTION WAS CARRIED UNANIMOUSLY (32 in favour. 0 opposed, 0 abstentions)

IT WAS MOVED BY R. J. OPPENHEIMER AND SECONDED BY P. E. PITSILADIS THAT FACULTY COUNCIL REQUEST THE UNDERGRADUATE CURRICULUM COMMITTEE TO CONTINUE EXAMINING THE BACHELOR OF COMMERCE AND THE BACHELOR OF ADMINISTRATION REVISED CORE CURRICULUM AND REPORT TO FACULTY COUNCIL BY APRIL 1966, THE RELATIVE STRENGTH OF CONCORDIA'S COMMERCE PROGRAMMES COMPARED TO THE OTHER MONTREAL UNIVERSITIES AND TO INDICATE IN WHICH COURSES EACH OF THE SKILLS AND KNOW OBJECTIVES ARE TO BE ADDRESSED AND TO RECOMMEND ANY CHANGES TO THE CORE IT DEEMS WARRANTED.

It was commented that the motion merely asks the Curriculum Committee to do its job. The purpose of the motion was questioned. D. Morin commented that this was indeed the responsibility of the Curriculum Committee and the committee would respond accordingly. It was suggested that the motion confirms that mandate of the Curriculum Committee is to ensure continuous quality control. It was suggested that the mandate of the Curriculum Committee be reviewed to ensure that continuous quality control and appropriate curriculum adaptation to the changing business environment are stipulated in the mandate.

THE MOTION WAS CARRIED (27 in favour, 0 opposed, 5 abstentions)

The Chair stated that he was deeply moved by the way the process was conducted and the way people devoted their time to participate in this critical review. He noted that this kind of pulling together is what is required

to respond to the crisis of this University and that he was confident that, if this collegial effort continues, the Faculty of Commerce and Administration could be the best business school in the country.

X **Report: Graduate Programmes, Research and Programme Evaluation - CAFC-95-07A-03 (AMBA), - CAFC-95-07A-04 (DIA/DSA)**
IT WAS MOVED T. J. TOMBERLIN AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL APPROVE THE REVISION OF THE AMBA CURRICULUM AS ARTICULATED IN DOCUMENT CAFC-95-07A-03.

D. Doreen explained that the original programme was designed in six 6-week sessions divided over a period of two years where student were to come to Montreal, take three courses in six weeks , return home to take up their employment while continuing to study for the next six-week session. The students return home exhausted, catch up with a backlog of work, having no time to study, just in time to return to Montreal. According to market research and exit interviews a one- year concentrated programme would be more advantageous to the students and therefore more marketable.

D. Doreen highlighted the proposed revisions. He noted that the main problem is that the students are overwhelmed and need more time to adjust. He noted that the content of the business research course would be integrated in the courses and by the research supervisor. Some of the business research content would be incorporated in Statistics, Marketing, MIS, Operations Management, and Strategic Management courses which have been expanded to accommodate the additional information.

In response to a question as to why the integrated managerial approach would not be applicable to the Professional MBA programme, it was explained that the revision is based on the nature of the programme to enhance the learning of the students without jeopardizing the academic content of the MBA core.

THE MOTION WAS CARRIED UNANIMOUSLY.

XI **Report: External Affairs and Executive Programmes**

XII **Reports from Faculty Representatives on University Committees**
Since the following committees have not yet convened meetings, there were no reports.

1. **University Senate**
2. **Arts and Science Faculty Council**
3 **Senate Academic Planning and Priorities Committee**
4. **Senate Academic Programmes Committee**
5. **Senate Research Committee**
6. **Senate Academic Services Committee**
7. **University Library Committee**

8. **Undergraduate Scholarships and Awards Sub-committee**
9. **Sub-committee on Academic Computer Policy**
10. **Computer Resources Committee**
11. **Board of Governors**
12. **Council of Graduate Studies**

XIII **Reports from Student Associations**

1. **C.A.S.A.**

D. Srinivasan reported the success of the first initiation session for new first year students and the orientation session. He announced that the first edition of the student paper, the CASA Exchange, has been issued and preparation is underway for participation in the Commerce Games. The students will be approaching faculty member for assistance in training for the academic portion of the games. In conclusion, he announced that the charity volleyball tournament raised $525 and that the new branch of CASA, The Concordia marketing Research Student Committee, is available to assist faculty members with their research projects. Members of Council applauded as the 1995-96 agenda/pen set were distributed to all.

2. **C.G.S.A.**

S. Lorber reported that the students are dissatisfied with the transition process between the outgoing MBA programme director and the appointment of the new director. He noted the numerous staff changes in the MBA office, the appointment of the Interim Director who has a full mandate as Associate Dean and questioned why the student orientation was scheduled three weeks after classes had begun. He stated that the students would like to see some mechanisms established to ensure the situation does not recur. In addition he advised that the students are dissatisfied by the poor communication with newly accepted student, the inaccessibility of course outlines prior to classes beginning ,as well as the poor course selection due to several section cuts which has resulted in diminishing the day-time option and overcrowding of evening classes - a less than optimal learning environment.

T. J. Tomberlin agreed that the situation was highly undesirable and stated that he hoped that an appointment would be made within the next week.

XIV **New Business**

XV **Other Business**

1. **Report of the Task Force on Committee Reform - CAFC-95-07A-05 for information and feedback to the Office of the Dean prior to the**

November meeting of Faculty Council

IT WAS MOVED BY D. DOREEN AND SECONDED BY T. J. TOMBERLIN THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

XVI **Next Meeting**

The next regular meeting of Faculty Council will take place on Friday, October 20, 1995, at 09:00 in room GM403-2.